

Resource allocation begins at the district level. The district allocates resources to each college, depending upon various formulas and the funding source. Some of these allocations are required to meet collective bargaining agreements and district strategic directions. Once the funding resources are received by the college, the **Resource Allocation Council (RAC)** is responsible for reviewing the college wide budget and providing input to College Council and college president. The Resource Allocation Council makes recommendations to College Council on college budget, including allocation of financial, human, and technology resources.

### **Decision-Making Regarding Budget Development and Resource Allocation**

Resource Allocation Council (RAC) is the shared governance group charged with making recommendations to College Council regarding the college's processes for institutional budget development including:

- the development and implementation of a process by which unit program reviews and the college strategic goals are linked to resource allocations

- prioritization of expenditures based on the process described above

The Resource Allocation Council has established guiding principles that serve as the foundation for budget and resource allocation consideration and recommendation for the college. The framework for budget development and resource allocation relies primarily on program review for resource requests and includes an open opportunity for resource requests to be brought forward during the annual budget development process.

The graphic (\$) illustrates the process framework for both budget development and resource allocation at Modesto Junior College. The framework relies on collegial consultation throughout the process and is flexible to support allocation of funds from a variety of sources throughout the academic year.

#### **Budget Development**

Budget Development is initiated in the fall with discussion in the Resource Allocation Council about anticipated FTES allocation, current year scenario, emerging legislation, hiring priorities, planned retirements, state and federal initiatives, college strategic goals, and other issues influencing the college economy. The RAC discussion will lead to establishment of broad priorities for budget development for the next academic year and a timeline for budget development.

#### ***Resource Requests***

Resource requests primarily originate from the program review process through which the department, division, and associated governance council prioritize the requests to best support student learning and institutional effectiveness. Resource requests are also initiated by the campus community early in the spring term to address emerging needs, new priorities, revised learning outcomes, or strategic initiatives since the program review. The resource request form requires the initiator to link the request to student learning outcomes, college goals, or strategic initiatives.

The resource requests are integrated with the requests derived from program review at the division level and ranked before being submitted to the Instruction Council and Student Services Council for consideration. In some cases, resource requests are fulfilled at the division level through general fund, restricted fund, and grant funds available to the division. The prioritized requests not fulfilled at the division level are forwarded to the governance councils for consideration and prioritization before being forwarded to the Resource Allocation Council.

#### *Developing a Draft Budget*

The Resource Allocation Council receives a proposed budget target from the Executive Vice Chancellor. The budget target establishes the maximum college general fund budget for planning purposes. The budget priorities established in the fall and resource requests received from the governance councils are evaluated within the context and constraints of the established budget target. The evaluation serves as the starting point for drafting a budget proposal. The budget proposal is reviewed and revised by the Resource Allocation Council based on input from college constituent groups and through the process of collegial consultation. Upon approval by RAC, the budget proposal is forwarded to College Council.

#### *College Council Review and Recommendation*

Resource Allocation Council develops and recommends a budget proposal for consideration by College Council. College Council provides an additional venue for stakeholder input, collegial consultation, and review of the budget proposal before making recommendation to the college president for consideration. The Academic Senate and the Board designee will consult collegially in a good faith effort to resolve institutional planning and budget concerns before making alternative recommendations to the Board of Trustees.

#### *Chancellor's Cabinet*

The president recommends the draft budget to Chancellor's Cabinet for final review and recommendation to the YCCD Board of Trustees.

#### *Board of Trustees*

The Board of Trustees adopts a proposed district budget by June 30, inclusive of the Modesto Junior College budget. A final budget is approved by the Board of Trustees prior to September 30 each year.

#### Resource Allocation

Resource allocation is the process through which college resources are distributed to enhance student learning and increase institutional effectiveness. Resource Allocation Council makes recommendation to College Council on allocation of resources from the general fund and other funding sources as needed throughout the year.

#### *Resource Requests \*single process supports resource allocation and budget development*

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### *Allocation*

Resource Allocation Council designates available resources to specific resource requests. The council upholds the guiding principles as they identify the resource requests that best align with the funding restriction, if any. The council recognizes and respects the difficult responsibility of allocation of limited resources that are insufficient to fulfill the requests. To facilitate unbiased consideration, the council may discuss priorities or develop a rubric for fund expenditures, before review of specific requests. Resource allocation recommendations are forwarded to College Council as consent agenda items for recommendation to the president.